



## STRATEGIC PLAN

Fiscal Years 2022 to 2025

Revised August 25, 2021



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## MISSION STATEMENT

Fairly administer the Idaho Workers' Compensation Law.

## LETTER FROM THE COMMISSIONERS

Since 1917 the Idaho Industrial Commission has been committed to administering the Idaho workers' compensation system fairly to all parties. Through the efforts of our various departments, we ensure equitable and timely resolution for injured workers, employers, insurance adjusters, medical providers, and crime victims. As the workers' compensation industry changes due to technology, economics, and labor market, the Industrial Commission's strategic plan serves as our agency's roadmap for challenging ourselves while providing excellent service to our constituents.

This year the Industrial Commission started a four-year IRIS modernization project of our data systems and business processes. Through the work done on IRIS this year, the Commission has taken a detailed look at how we can more efficiently and effectively conduct business, both within our agency and with our customers. By looking at ourselves we have updated our strategic planning with this focus on the future. We look forward to the completion of our state-of-the-art infrastructure for administering the workers' compensation system.

The Industrial Commission has updated and prepared our annual performance measurement report in conjunction with this strategic plan. We will continue to optimize these tools to communicate our progress to the Governor's Office, Legislature, constituents, industry representatives, and the Advisory Committee on Worker's Compensation to ensure our goals and objectives are meaningful and remain focused on the agency mission and vision.



**Commissioner, Chairman**  
Aaron White



**Commissioner**  
Thomas E. Limbaugh



**Commissioner**  
Thomas P. Baskin

## VISION STATEMENT

Cultivate an Idaho Workers' Compensation system that is cooperative, supportive, and equitable for workers and employers in addressing the effects of workplace injuries and illnesses.

## INDUSTRIAL COMMISSION VALUES

### **Ethical Practices and Behavior**

- We conduct our daily business per local, State, and federal laws and the Idaho Code of Judicial Conduct
- We are committed to maintaining neutrality in all interactions with our constituents and reviewing each situation objectively
- We encourage our employees to take pride in their work and promote professional, respectful behavior

### **Quality Customer Service**

- We strive to provide prompt service and accurate information
- In addition to our main administrative office in Boise, we maintain 10 field offices throughout the state, so our customers have convenient access to services
- We continuously review our website to ensure that content is informative, current, and accessible

### **Effective and Efficient Operations**

- We use our resources responsibly, keeping in mind the “big picture” of the agency’s goals
- We strive to streamline our processes to improve efficiency and serve Idahoans effectively

### **Challenging and Positive Work Environment**

- Our employees are our most valuable resource; we encourage mutual respect, teamwork, innovation, and progressive leadership

## IRIS MODERNIZATION PROJECT

### **Goal:**

The IRIS modernization project will replace existing legacy business applications with digital solutions that emphasize customer service and create data management and workflow efficiencies.

### **Objectives:**

1. Facilitate design and implementation of new technology and business processes.

**Performance Measures:**

- Successfully meet the IRIS timeline and budget.  
*Benchmark:* Projected completion in calendar year 2023, within \$7.95 million budget.

**External Factors**

- Contract fulfillment by external contractor.
- Competitive and rapidly changing technology environment.

## FISCAL DEPARTMENT: REGULATORY COMPLIANCE

**Goal:**

The Fiscal department works to ensure regulatory compliance of insurance carriers and self-insured employers within the scope of Title 72 (Title 72, Chapter 3, Idaho Code).

**Objectives:**

1. Reviews applications and grants authority to insurance carriers to write workers' compensation insurance and to employers looking to become self-insured.
2. Ensures adequate securities are on deposit with the State Treasurer's Office to cover outstanding workers' compensation liabilities.

**Performance Measures:**

- Approve completed applications for self-insured status or to write workers' compensation in the state of Idaho.  
*Benchmark:* Approve applications in less than 30 days.
- Perform premium tax auditing of self-insureds.  
*Benchmark:* Audit each self-insured once every two years.
- Audit security deposits of insurance carriers to ensure adequate coverage for outstanding liabilities.  
*Benchmark:* Complete audit of each insurance carrier annually.

**External Factors**

- Shifts in the insurance industry and Idaho business economy.

## ADJUDICATION DIVISION

**Goal:**

The Adjudication Division promotes the timely processing and resolution of

disputed workers' compensation claims; provides an alternative method of resolving disputes through mediation; and provides judicial review of unemployment insurance appeals from the Idaho Department of Labor (Title 72, Chapters 1-13, Idaho Code).

**Objectives:**

1. Provide timely dispute resolution arising from workers' compensation claims, unemployment appeals, crime victim compensation cases, and medical fee disputes.

**Performance Measures:**

- Issue workers' compensation decisions promptly.  
*Benchmark:* Less than 90 day average.<sup>1</sup>
- Issue timely decisions on unemployment insurance appeals.  
*Benchmark:* 40 days or less.<sup>2</sup>

**External Factors**

- The Commission has no control over the number of cases filed. While it makes every effort to close all cases in a timely manner, the judicial process requires adequate time for discovery, presentation of evidence, and deliberation.
- Unforeseen economic events have the potential to increase the volume of unemployment appeals.

## **BENEFITS ADMINISTRATION DEPARTMENT**

**Goal:**

The Benefits Administration Department works to ensure workers' compensation benefits are paid accurately and timely; resolve emergent issues between claimants and sureties on non-litigated claims; and maintain statutory claim records (Title 72, Chapters 1-8, Idaho Code).

**Objectives:**

1. Conduct audits of sureties and self-insured employers to ensure compliance with the Idaho workers' compensation statute and rules.
2. Review and present for approval all lump sum settlements in a timely manner.
3. Resolve medical fee disputes between payers and providers.

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<sup>1</sup> The agency is committed to expediting judicial matters, so we have set the worker's compensation, mediation, and medical fee dispute benchmarks accordingly.

<sup>2</sup> The U.S. Dept. of Labor sets the unemployment insurance appeal benchmark of fewer than 40 days.

4. Fulfill stakeholder records requests timely.

**Performance Measures:**

- Issue lump sum settlement decisions timely.  
*Benchmark:* 7 days or less<sup>3</sup>
- Conduct surety and self-insured employer audits.  
*Benchmark:* 9 audits per year
- Issue medical fee dispute decisions timely.  
*Benchmark:* Less than 30 days following the 21 day response period
- Fulfill state required records requests within the timeline set by statute.  
*Benchmark:* Less than 14 days

**External Factors**

- The Commission has no control over the number of claims, lump sum settlements, and records requests filed in a fiscal year.
- The availability of qualified workers' compensation professionals in the state impacts Commission recruiting as well as quality claims administration.

## EMPLOYER COMPLIANCE DEPARTMENT

**Goal:**

The Employer Compliance Department enforces the insurance requirements of the Idaho Workers' Compensation Law (Title 72, Chapters 1-8, Idaho Code).

**Objectives:**

1. Successfully bring uninsured employers into compliance with Idaho workers' compensation insurance requirements.

**Performance Measures:**

- Percentage of employers who obtained insurance as a result of an Employer Compliance investigation.  
*Benchmark:* Greater than 95% of employers.<sup>4</sup>
- New businesses that have obtained insurance as a result of educational outreach and the investigation process.  
*Benchmark:* Greater than 90% of new businesses.

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<sup>3</sup> This performance measurement is based on internal agency targets.

<sup>4</sup> This performance measurement is based on internal agency targets.

## External Factors

- The growth of new business in the Idaho economy has challenged existing staff and resources to handle the volume of investigations and related work

## REHABILITATION DIVISION

### Goal:

The Rehabilitation Division assists injured workers by facilitating an early return to employment, as close as possible to their pre-injury wage and status (Title 72, Chapter 5, Idaho Code).

### Objectives:

1. Initiate timely contact with the injured worker to provide vocational services with the time-of-injury employer and utilize transitional return to work planning.
2. Assist injured workers in returning to employment through appropriate vocational services.

### Annual Performance Measures:

- Percentage of eligible injured workers who returned to work.  
**Benchmark:** Greater than 75% of eligible injured workers.<sup>5</sup>
- Percentage of pre-injury wages restored for injured workers who returned to work.  
**Benchmark:** Greater than 90% of wages are restored.<sup>5</sup>
- Ensure timely eligibility determination.  
**Benchmark:** Less than 5 business days from referral date.

## External Factors

- The labor market transition from rural to urban communities has made it challenging to identify ample employment opportunities for rural workers.

## CRIME VICTIMS COMPENSATION PROGRAM

### Goal:

The Crime Victims Compensation Program (CVCP) provides financial assistance to victims of crime for medical and mental health expenses, funeral costs, and lost wages incurred as a result of criminally injurious conduct. The program also pays for sexual assault forensic examinations. The CVCP funding comes from

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<sup>5</sup>All Rehabilitation Division performance measurements are based on internal targets established to ensure service delivery. The results are reflected in the Rehabilitation Division goal-oriented performance report and the agency performance measurement report.

fines and penalties assessed on criminal convictions in Idaho, the Victims of Crime Act (VOCA) Federal Grant Award, and restitution from offenders. (Title 72, Chapter 10, Idaho Code).

**Objectives:**

1. Issue timely payment for sexual assault forensic exam claims.
2. Provide timely payment of crime related expenses.
3. Maximize the number of eligible victims that utilize the crime victim compensation benefits.

**Performance Measures:**

- Process eligible victims claims timely.  
*Benchmark:* Issue payment within 120 days of receipt of application.<sup>6</sup>
- Contact eligible claimants to provide case management services.  
*Benchmark:* Within 30 days of eligibility determination.<sup>6</sup>
- Issue timely payment of sexual assault forensic examination claims.  
*Benchmark:* Less than 45 days from receipt of application.<sup>7</sup>

**External Factors**

- Diminishing grant funding for Child Advocacy Centers potentially increasing costs to the program for child sexual abuse forensic examinations.
- Continual increases in demand on state funding mechanisms.
- Rising costs of medical services.

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<sup>6</sup> These targets have been identified by the Crime Victims Compensation Bureau as internal production goals. The results are reported to the Office of Victims of Crime annually and are reflected in the agency performance measurement report.

<sup>7</sup> This benchmark target was established as a production goal after legislative changes were made in FY19 regarding how adult sexual assault forensic examinations are processed.